

Governor's GMAP Initiative – Government Management, Accountability and Performance

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Presenter

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Purpose of Appearance

To familiarize the Board with the Governor's GMAP initiative.

Previous ISB Appearances

No previous appearances.

Staff Recommendation to the Board

None.

Background

Government Management, Accountability and Performance (GMAP) is Governor Gregoire's signature management initiative focused on improving the results of state government. GMAP combines an intensive focus on performance measurement with the existing emphasis on priority-based budgeting.

At its core, GMAP is simply a forum where managers report in person to the executive leadership team. The style of discussion is honest and direct. Decisions are based on rigorous analysis of costs and performance data. All members of the management team participate, asking questions and offering support. Decisions and requests are recorded for follow up at subsequent meetings.

The concept is based on a model originating in the 1990's in the New York City police department, where it was called COMPSTAT. Beginning in 2000, the city of Baltimore expanded the concept and called it CitiStat to manage multiple city departments from an enterprise perspective.

Washington State will pioneer application of the CitiStat model to state government. We will build on the Priorities of Government framework and the progress many agencies have already made in performance-based management.

Executive Order 05-02 outlines the principles of GMAP and directs agencies to hold their own GMAP sessions internally. The model and reporting requirements can be scaled to suit agency size and mission.

The GMAP Principles

1. Personal presence of executive leaders
2. Timely, accurate performance data
3. Strategies selected on the basis of effectiveness
4. Rapid deployment of resources to achieve results
5. Persistent follow-up and assessment

Executive Order 05-02 directs agencies to:

1. Develop clear, relevant and easy-to-understand measures that show whether or not programs are successful;
2. Demonstrate how programs contribute to the priorities that are important to citizens;
3. Gather, monitor, and analyze program data;
4. Evaluate the effectiveness of programs;
5. Hold regular problem-solving sessions within the agency to improve performance;
6. Allocate resources based on strategies that work; and
7. Regularly report to the Governor on their performance.

Executive Order 05-02 also charges the Department of Information Services with assisting development of tools and technology needed by agencies to implement GMAP. As the City of Baltimore did while developing the CitiStat program, our state will start with desktop tools to support the Governor's GMAP forums. Many Washington agencies already have tools in place to support their GMAP work. DIS is identifying current capabilities that agencies have for managing performance, and facilitating the sharing of information and best practices among agencies.

Baltimore also found that geographic information system software (GIS) and customer relations management "call center" software (CRM) could assist its work. Whether state agencies use computer mapping software, or the more sophisticated GIS analysis software, DIS will work to ensure a common approach to these tools. The state will evaluate the potential for use of more sophisticated technology in support of GMAP as the initiative develops.